

2 October 1978

MEMORANDUM FOR: Admiral Daniel J. Murphy/OSD
[redacted]/DIA
Robert Baraz/State
[redacted] CIA
Theodore G. Shackley/CTS

SUBJECT : National Organization for I&W

1. We have arranged for a first meeting on this subject in my office (7E62) at 1030 on Thursday, 5 October. At that meeting, I would like to consider how best to develop organization and functions from the outline provided by the DCI. The following is a tentative agenda:

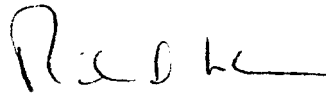
- What should be the membership of the "NFIB-level committee" chaired by the DDCI? (In his view, members should be NFIB principals.)
- What should its functions be? (In his view, it should meet briefly, perhaps once a month, essentially to ratify work done in the "working group.")
- What should be the membership of the working group?
- Its functions, e.g.:
 - To what extent involved in substance as opposed to management and process?
 - Where does the I&W account stop? Engagement of US forces? Major crises? Military only? Minor crises? No limit?
 - Role in crisis management?

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- Role in collection management?
- Role in system evaluation for I&W contribution?
- What should be the substantive and management responsibilities of the NIO/Warning?
- What should be done with the Strategic Warning Staff?
- What should be the Community underpinnings for the Working Group? Does it need a staff? If so, where does it get it?
- Any other concerns you may want to raise.

2. The above is more than enough for one meeting. I suspect, however, that as we discuss these questions a working agenda for the system will begin to emerge. It would be useful if you could bring along any ideas you may have on what should be our future concerns.

3. I would hope in this formative period to meet once a week. Subject to revision Thursday, could you reserve time on each Friday at 1400, 13 October through 3 November.



Richard Lehman
National Intelligence Officer
for Warning

What Would Be the Impact of the Elimination of the Strategic Warning Staff?

1. The Strategic Warning Staff is a central node in the national indications and warning structure, at which longer-range trends are married with short-term indications. It serves as a devil's advocate in challenging the conventional (analytic) wisdom. As such, it represents the DCI's "insurance" against another Pearl Harbor. It also conducts research in the indications and warning field.

2. The DCI has recently set in motion a review and reorganization of the national structure for indications and warning. As part of that process, there will be a detailed review of the mission and functions of the SWS.

3. We believe that elimination of the SWS would remove the only existing mechanism by which the DCI can exercise his most important single responsibility -- strategic warning. Once the reorganization is complete and the functions of the SWS have been reviewed, then this question might be reopened.